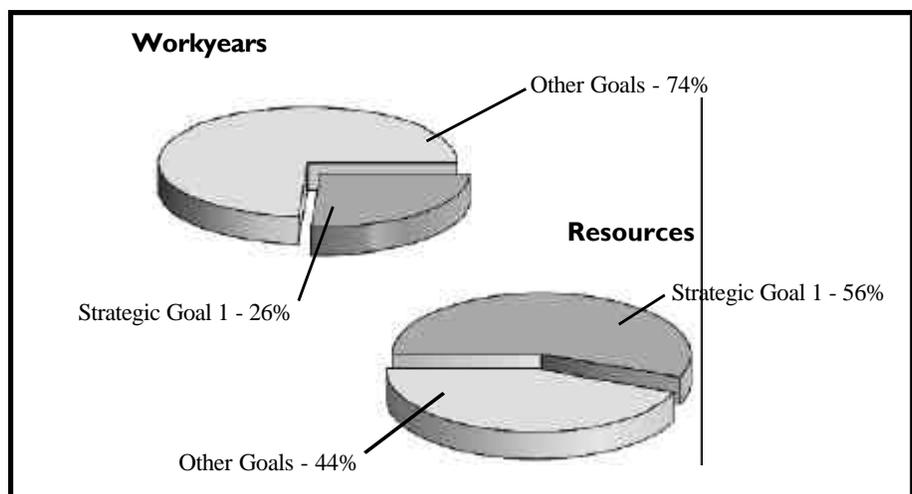


# Strategic Goal I

***Protect lives and prevent the loss of property from natural and technological hazards.***

Strategic Goal 1 is aimed at protecting lives and preventing the loss of property through pre-disaster preparedness and mitigation, and including the cross-cutting National Flood Insurance Program (NFIP). NFIP provides flood insurance to accelerate recovery from floods, mitigate future losses, and reduce the personal and national costs of flood disasters. Fourteen five-year operational objectives and 22 annual performance goals are associated with Goal 1. A total of 1,297 work-years and \$696.3 million, or approximately 26-percent of work-years and 56-percent of Agency resources devoted to strategic goals are required for FY 2001 activities in pursuit of Goal 1.



**Figure 1: Percentage of Workyears/Resources Devoted to Strategic Goal 1**

**5-Year Operational Objective M. I : Assessment Capability**

*Establish capability to evaluate the nation’s vulnerability to natural hazards and to measure the effectiveness of mitigation activities.*

**Annual Performance Goal M. I. I. Public Hazards Information**

Increase the availability and effectiveness of natural hazards information. Lead Organization: Mitigation Directorate (MT)

**Resources:** 170 WY; \$64,003,000

- Performance Indicator(s):**
- (1) Produce 3,000 updated NFIP flood-hazard map panels in digital format.
  - (2) Process 11,000 requests from individuals and communities for map changes.
  - (3) Convert 14,900 existing flood maps from manual to digital format.
  - (4) Complete 5 and initiate 3 hurricane-evacuation studies.

- Means and Strategies:**
- (1) Establish a National Spatial Data Infrastructure Clearinghouse Node for Emergency Management (NSDI-EM). Identify and coordinate requirements and existing practices and resources with potential users of GIS-derived hazard information. Develop and/or promote spatial data standards, procedures, and applications. Work with organizations, including the Federal Geographic Data Committee, developing and promoting spatial data standards toward inclusion of EM and hazard themes.
  - (2) Continue to improve the NFIP flood hazard-mapping program. Perform ongoing analyses, technical review, and processing of revised flood-hazard data prepared by FEMA, Cooperating Technical Community (CTC) partners, other federal agencies, states, regional agencies, communities, land developers, and individuals. Provide funding to CTC partners for hazard-mapping activities.

(3) Provide technical assistance to contributors of updated flood-hazard information and those affected by existing flood-hazard information.

(4) Evaluate and implement emerging technologies and improved techniques for flood-hazard data collection, analyses, processing, and distribution.

(5) Provide support to U.S. Army Corps of Engineers and National Weather Service for hurricane-evacuation studies and HURREVAC.<sup>1</sup>

(6) Provide technical support, training, and incentives to encourage Project Impact communities to use hazard information.

**Verification and Validation:**

(1) New map panel effective dates published in the *Federal Register*; statistics on the number of newly-effective map panels contained in contractor reports and those that may be generated from the Community Information System (CIS) database; and the Managing Information on Contracted Studies (MICS) database information on updated NFIP flood-hazard map panels in various stages of processing.

(2) Letters of Map Change (LOMCs) available via the LOMC subscription service or FEMA's flood-hazard mapping Website; compendia of LOMCs published in the *Federal Register*; statistics on the number of LOMCs processed contained in contractor reports and those that may be generated from the (CIS) database.

(3) Information on new methods, approaches, guidelines, and specifications for flood-hazard mapping, as well as progress on their adoption, documented in reports and publications available on FEMA's flood-hazard mapping Website.

(4) Completion of the hurricane evacuation studies verified by the technical data report and presentation of the report and the HURREVAC model to communities.

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<sup>1</sup> The Hurricane Evacuation Program element has developed a state-of-the-art decision-making program called HURREVAC. FEMA provides this software model to State and local governments to assist them in planning hurricane responses.

(5) Community-generated Project Impact<sup>2</sup> grant baseline and annual progress reports.<sup>3</sup>

**Annual Performance Goal M. I.2. Assessment Tools**

Increase the availability of loss-estimation and risk-assessment methods and tools. Lead Organization: MT

**Resources:** 12 WY; \$5,042,000

**Performance Indicator(s):** (1) Availability of the Hazards United States (HAZUS) earthquake-loss-estimation software program for Federal, State, and local use.  
(2) Average annualized loss statistics available to Federal, State, and local entities for mitigation planning.

**Means and Strategies:** Continue to:  
(1) Work with the National Institute of Building Sciences to develop HAZUS loss-estimation preview modules for floods and hurricanes for release in 2002.  
(2) Update, maintain, and disseminate the Hazards United States (HAZUS) earthquake module.  
(3) Make available, in electronic format, average, annualized loss statistics to Federal, State, and local entities for EM planning.

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- 2 Project Impact - Building a Disaster-Resistant Community (Project Impact) is a nationwide FEMA initiative to change the way America deals with disasters. Project Impact helps communities protect themselves from the devastating effects of natural disasters by their taking mitigating actions that dramatically reduce disruption and loss. Project Impact operates on a common-sense, damage-reduction approach, basing its work and planning on three simple principles: preventive actions must be decided at the local level; private-sector participation is vital; and long-term efforts and investments in prevention measures are essential. FEMA offers expertise and technical assistance from the national and regional conferences to get information about Project Impact and the latest technology and mitigation practices into the hands of the local communities. To date, FEMA has partnered with 120 communities across the country and is encouraged by the benefits seen and growing interest in Project Impact that is flourishing at the local level.
  - 3 Baseline and Annual Progress Reports track (1) the number of Project Impact communities actively using hazard information; (2) the number of requests FEMA receives for guidance, training, and/or technical support for developing a hazard-identification process; (3) the number of mitigation projects considered or initiated that appropriately address the community's risk; and (4) public awareness campaigns that appropriately focus on a local hazard.

(4) Provide training and technical support for Federal, State, and local entities using HAZUS.

(5) Encourage State and local use of HAZUS as a loss- estimation and risk-assessment tool in hazard-prone areas through FEMA funding mechanisms including Emergency Management Performance Grants (EMPG), the Hazard Mitigation Grant Program (HMGP), and Project Impact grants.<sup>4</sup>

**Verification and Validation:**

(1) FEMA reports and logs indicating State and local feedback on the use of FEMA-published risk-assessment tools; the distribution of the HAZUS system software; participation in HAZUS training courses; requests of FEMA and the National Institute of Building Sciences for HAZUS technical assistance and support.

(2) Required Project Impact grant Baseline and Annual Progress Reports, including hazard data, mitigation projects, and public awareness campaigns.

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4 Indicators of the use and effectiveness of loss-estimation tools in Project Impact communities are (1) the number of requests FEMA receives for guidance, training, and/or technical support for developing and/or using loss-estimation methods or tools; (2) identification of the percentage and/or number of structures at risk; (3) development and/or implementation of mitigation projects such as building rehabilitation.

**5-Year Operational Objective M.2: Partnerships**

*Mitigation efforts provide incentives and support to all levels of government and the private sector to increase disaster resistance.*

**Annual Performance Goal M.2.1. Federal Partners**

Work with federal agencies that influence the built environment to develop and implement a consistent federal policy on natural-hazard mitigation. Lead Organization: MT

**Resources:** 8 WY; \$1,464,000

**Performance Indicator(s):** (1) Cooperative agreements formalized with 5 federal departments and/or agencies that have programs, resources, and capabilities that support FEMA's mitigation efforts.  
  
(2) Guides to federal mitigation assistance programs developed and made available for use by other government entities and the public.

**Means and Strategies:** (1) Continue to update and use the FY 1999 inventory identifying agencies that have programs, resources or capabilities that support mitigation efforts. Monitor agreements to ensure that they result in increased support for the national mitigation goals and Project Impact. Capture in the formal agreements agency-wide and/or program-specific means of supporting mitigation goals, especially those of Project Impact.  
  
(2) Review internally the National Earthquake Hazards Reduction Program (NEHRP) Strategic Plan to ensure that it remains an appropriate tool for Earthquake loss reduction planning. Develop an implementation component of the NEHRP Strategic Plan. Achieve continuing support from other federal agencies for the NEHRP Strategic Plan.

**Verification and Validation:** (1) Signed formal agreements.  
  
(2) Completed guide to federal mitigation programs.

### **Annual Performance Goal M.2.2. Non-Federal Public-Sector Mitigation Support**

Provide incentives and support to the non-federal public sector to increase disaster resistance. Lead Organization: MT

**Resources:** 94 WY; \$61,552,000

**Performance Indicator(s):**

- (1) Strategy developed to work as appropriate with State and local communities to promote local adoption of the International Building Code and the International Residential Code, expected to pass in April 2000.
- (2) Mitigation success stories published in at least two publicly accessible formats (e.g., booklets, Website).
- (3) Six training courses, technical guidance, and other resources to assist State and local governments to improve mitigation planning; residential and commercial construction practices for hazards risk reduction developed and/or offered; and post-disaster recovery and reconstruction programs delivered.
- (4) The number of Project Impact communities reaches 200.
- (5) Increase over FY 1999 baseline the number of mapping activities initiated by Cooperating Technical Community (CTC) partners.
- (6) 10 percent increase over the initial disaster resistance baselines<sup>5</sup> of each Project Impact community.

**Means and Strategies:**

- (1) Support activities of the Code Resource Development Committee to work with the International Code Council.
- (2) Through an aggressive marketing plan designed to recognize and encourage strong mitigation commitments, publish mitigation

<sup>5</sup> Community disaster resistance is demonstrated by one of four measures: reduction in structures at risk; reduction of infrastructure at risk; education or training of community members; and proactive business or government actions.

success stories in at least two publicly-accessible formats (e.g. booklets, Website) and develop other published mitigation products.

(3) Introduce Project Impact communities to innovations recommended by Partnership in Advancing Technology in Housing (PATH) and provide training and technical assistance to encourage their application.

(4) At the State and local levels for both pre- and post-disaster programs, continue to identify and develop incentives that will reward successful practices and encourage mitigation planning programs that meet or exceed FEMA guidance,

**Verification and validation:**

(1) The year 2000 edition of the International Building Code includes standards substantially equivalent to the National Earthquake Hazards Reduction Program provisions.

(2) Annual reports submitted by Project Impact communities toward a 5-year overview and analysis.

(3) An annual CTC report that tracks mapping activities for FY 2001.

**Annual Performance Goal M.2.3. Private-Sector Mitigation Support**

Increase by 20 percent over 2000 baselines the private-sector involvement in disaster resistance. Lead Organization: MT

**Resources:** 11 WY; \$1,011,000

**Performance Indicator(s):** Enter into Memoranda of Agreement between Project Impact communities and the recruited private-sector partners.

**Means and Strategies:** Provide media incentives to private-sector organizations through their participation in Project Impact community mentoring, regional networking, and participation in signing ceremonies.<sup>6</sup>

6 Indicators of private-sector involvement include (1) organizations that have signed agreements committing to participate in the Project Impact activities; and (2) organizations that have contributed resources such as manpower, service donations, and discounts to Project Impact activities.

**Verification and Validation:** A Partner Commitment Database containing information about Project Impact Memoranda of Agreement.

### **Annual Performance Goal M.2.4. State, Tribal, and Community Mitigation Support**

Support States, Tribes, and communities in their mitigation activities.

Lead organization: Preparedness, Training, and Exercises

Directorate (PT).

**Resources:** 10 WY; \$16,493,000

**Performance Indicator(s):**

- (1) Mitigation is emphasized in 100 percent of performance plans;
- (2) FY 2001 *Compendium of Exemplary Practices* highlights mitigation partnerships.
- (3) Mitigation and disaster resistance is the focus of 12 Emergency Education Network (EENET) broadcasts; 22 courses; 3 field courses; and 2 pilot courses.

**Means and Strategies:**

- (1) Support the expansion of disaster resistance through negotiating performance plans with 56 States and territories to highlight improved State mitigation strategies and capabilities.
- (2) Emphasize public and private mitigation in *The Compendium of Exemplary Practices*.
- (3) Assist States in planning “Impact Exercises” to test effectiveness of mitigation efforts.
- (4) Broadcast periodic EENET programs on mitigation and/or disaster resistance; offer at least 22 mitigation courses, including technical training to support mitigation efforts in Project Impact communities; offer 3 new exercise-based mitigation field courses; and develop and deliver *Residential Coastal Construction* and *Disaster Resistant Jobs* courses.

**Verification and Validation:** Examination of the contents of performance plans; the *Compendium*; EENET broadcast schedules; Emergency Management Institute (EMI) resident course catalogs and field offerings.

**5-Year Operational Objective M.3: Flood Loss Reduction**

*Through National Flood Insurance Program (NFIP) insurance and floodplain management activities, reduce potential annual flood losses by more than \$1 billion.*

**Annual Performance Goal M.3.1. Flood Loss Reduction**

Collect and validate building and flood loss data and confirm that the reduction in estimated losses from NFIP activities exceeds \$1 billion; continue systematic assessment of the impact and effectiveness of the NFIP. Lead Organization: Federal Insurance Administration (FIA)

**Resources:** 12 WY; \$3,772,000

**Performance Indicator(s):**

- (1) For the estimated number of buildings constructed to meet program standards, the total reduction in losses will be calculated based on the differences in actual loss experience of insured, compliant post-Flood Insurance Rate Map (FIRM) structures compared with the experience of insured pre-FIRM, non-compliant structures.
- (2) Progress toward completion of the program assessment will be made by comparing actual completed research against the assessment schedule.

**Means and Strategies:**

- (1) Insurance rules and rating mechanism, e.g., coverage and premium rates, will be applied as economic incentives or disincentives to reinforce mitigation through building requirements that reflect sound floodplain management. Incentives and/or disincentives are administered at individual and community levels and include operation of the Community Rating System.
- (2) The Federal Insurance Administration and the Mitigation Directorate will conduct a comprehensive review of the three decades of the National Flood Insurance Program to measure its accomplishments and to determine how to increase its effectiveness and efficiency.

**External Factors:**

The achievement of this objective is dependent on the commitment from and resources available to local communities participating in the NFIP. Continued growth in estimates of losses avoided or reduced is also a function of levels of new construction.

**Verification and Validation:**

(1) Relevant data for verification and validation of the cost avoidance estimate are in the NFIP Actuarial Information System and in compilations of Biennial Report data collected from each NFIP participating community as well other pertinent building data.

(2) Verification and validation also will be a byproduct of the independent contract and academic studies performed as elements of the systematic program assessment.

**5-Year Operational Objective M.4: Flood Insurance Policy Growth.**

*Through program partnerships, increase by 2007 the number of NFIP policies in force by an average of 5 percent per year.*

**Annual Performance Goal M.4.1. Flood Insurance Policy Growth**

Increase the number of NFIP policies in force by 5 percent, with the active assistance of new and existing program partners. (Baseline: 3,811,253 in FY 1997). Lead Organization: Federal Insurance Administration (FIA)

<b>Resources:</b>	14 WY; \$21,484,000
<b>Performance Indicator(s):</b>	The number of policies in force at the end of FY 2001 has increased 5 percent over those in FY 2000 to 4,600,000.
<b>Means and Strategies:</b>	Continue: <ol style="list-style-type: none"><li>(1) The comprehensive marketing and advertising campaign, "Cover America II," designed to increase NFIP awareness and promote policy sales.</li><li>(2) Coordination of mandatory flood insurance purchase requirements with cognizant federal regulatory and lending agencies.</li><li>(3) Outreach efforts to create partners among real estate and building communities.</li><li>(4) Promotion of flood mitigation, including support for Project Impact, through appropriate insurance marketing activities.</li></ol>
<b>Verification and Validation:</b>	The NFIP insurance system's detailed policies-in-force audited data and new monthly data.
<b>External Factors:</b>	Continuing the growth of public awareness of the financial risk of flooding and encouraging individual responsibility and the purchase of flood insurance requires sufficient access to media and the involvement of partners, e.g., the insurance, real estate, and lending communities, which may be inhibited by funding limitations.

### 5-Year Operational Objective M.5: Financial Improvement Initiatives, including Repetitive-Loss Strategy.

*By the end of FY 2007, improve the National Flood Insurance Program's combined loss and expense ratio by 10 percent and maintain an equitable distribution of the cost of the risk of flooding among policyholders and between policyholders and the public.*

#### Annual Performance Goal M.5.1. Repetitive-Loss and Subsidy- Reduction Initiatives

Operate the mitigation program for repetitive-loss properties and implement measures to reduce the subsidy to pre-Flood Insurance Rate Map properties as measures to improve the program's underwriting ratio. Lead Organization: Federal Insurance Administration (FIA) and Mitigation (MT)

**Resources:** 26 WY; \$22,005,000

**Performance Indicator(s):** The program's underwriting experience and financial performance will be analyzed and projected in the aggregate and for discrete classes of business. New projections will be made based on loss and expense expectations for historical average loss-year levels.

**Means and Strategies:** Major savings to the National Flood Insurance Fund will be achieved from continuation of the repetitive-loss initiative. Operating procedures will be in place for the implementation of the repetitive-loss strategy, initially targeting properties that have experienced four or more losses, or 2 or 3 losses where the cumulative losses have been greater than the value of the building. Grants will be provided to State and local governments through the Flood Mitigation Assistance and Hazard Mitigation Grant Programs and, as appropriate, these funds will be used in conjunction with NFIP payments to acquire property or relocate residents, or otherwise mitigate future losses. Repetitive-loss information will be routinely provided to States and communities; communities will receive

incentives, e.g., through the Community Rating System, to reduce repetitive flood losses. Further, changes to the underwriting standards and premium rates for these properties will also reduce their impact on the Fund. The annual rate review will be conducted and indicated rate and coverage changes will be implemented in keeping with available legislative authorities.

**External Factors:**

Initiatives in areas such as repetitive loss and reductions in the levels of subsidies to pre-FIRM insured will be subject to and shaped by budget, regulatory, and legislative processes that may have an impact on the achievement of this objective.

**Verification and Validation:**

(1) Verification of savings and cost avoidance will be available through data collected for the FMA database, the HMGP database, NEMIS, and the NFIP Actuarial Information System.

(2) Additional validation will occur as program results are audited.

## 5-Year Operational Objective M.6: Modernize Flood Insurance Program Operations.

*Modernize National Flood Insurance Program operations to incorporate state-of-the-art business practices and technologies that assure that operating integrity, cost efficiency, and customer-service standards are met or exceeded.*

### Annual Performance Goal M.6.1. Business Process Improvements

Business process improvements are implemented and information system studies are completed. Lead organization: Federal Insurance Administration (FIA).

**Resources:** 22 WY; \$33,836,000

**Performance Indicator(s):**

- (1) Results of the financial statement audit performed for the entire program by an independent Certified Public Accountant. This audit report will be supplemented by reports of the operating reviews conducted by Federal Insurance Administration staff and the biennial audits conducted of the Write Your Own (WYO) insurance companies by their independent auditors.
- (2) Additional indicators are reports to be generated by the NFIP Bureau and Statistical Agent, particularly as they relate to accuracy and turn-around times and the results of customer service surveys conducted in conjunction with the Cover America II campaign.

**Means and Strategies:** The NFIP will continue implementation of findings from a structured business improvement process initiative started at the end of FY 1999. This process, involving the participating WYO insurance companies, the FIA staff, the Bureau and Statistical Agent, will implement a series of incremental changes to NFIP business processes that will facilitate the creation and exchange of essential information, improve turn-around times, improve accuracy, and reduce costs. Studies for the improvement of NFIP

information systems including expanded use of Internet, electronic commerce, and other innovations and capabilities will be completed.

**Verification and Validation:**

- (1) Analysis of data submitted to the NFIP Bureau and Statistical Agent. Data submission error rates and the timeliness of error correction will be examined.
- (2) WYO company satisfaction with program operations will be regularly monitored at scheduled meetings.
- (3) Operational reviews of WYO companies.

**External Factors:**

Support of this FIA objective by key business partners could affect its success and timeliness.

## 5-Year Operational Objective P.I: Emergency Management Capability.

*Assist States, Tribes, and communities in the enhancement of their emergency management capabilities.*

### **Annual Performance Goal P.I.I. State, Tribal, and Local Preparedness Capability**

Improve State, Tribal, and local emergency management capabilities to prepare for and respond to emergencies by addressing selected areas for improvement as identified by the biennial Capability Assessment for Readiness (CAR).

Use the CAR national baseline to determine the level of emergency management capability of States, localities, and tribal nations; and use the CAR assessment biennially thereafter to determine whether the most critical 10 percent of weaknesses have been addressed.  
Lead organization: PT.

<b>Resources:</b>	195 WY; \$17,861,000
<b>Performance Indicator:</b>	Comparison of CAR results with CAR FY 1998 baselines to determine progress against specific plans.
<b>Means and Strategies:</b>	<ol style="list-style-type: none"> <li>(1) Develop and deliver traditional and non-traditional training courses and technical assistance to State, Tribal, and local officials including resident courses at the Emergency Management Institute.</li> <li>(2) Create an EM degree program in every State.</li> <li>(3) Improve terrorism consequence management ability.</li> <li>(4) Deliver Integrated Emergency Management Courses incorporating a terrorism scenario for local jurisdictions.</li> <li>(5) Conduct train-the-trainer sessions to establish a qualified anti-terrorism instructor cadre for States not served by current programs.</li> <li>(6) Provide exercise assistance and analyses of common problems.</li> </ol>

- (7) Assist States in developing Emergency Management Performance Grants (EMPG) work plans.
- (8) Develop and issue refinements to the CAR.
- (9) In partnership with States, continue to revise the hazards guidance and policies to reflect actual needs and experience.
- (10) Conduct training, exercises, and certification activities required to ensure preparedness in communities and States adjacent to commercial nuclear power plants.
- (11) Continue joint hazardous materials (HAZMAT) emergency preparedness and coordination with Federal, State, Tribal, and local partners to ensure adequate preparedness for the hazards posed by the manufacture and transport of hazardous materials.
- (12) Assess readiness for various hazards, including terrorism by conducting and evaluating tabletop exercises and simulations with partners.
- (13) Advise and assist EM partners with implementation of anti-terrorism consequence management readiness exercise initiatives and activities.<sup>7</sup>
- (14) Publish the *Compendium of Exemplary Practices*, highlighting innovative EM activities.
- (15) Establish regional EM technology partnership councils to facilitate the development and transfer of existing or new technologies for disaster mitigation, preparedness, response, and recovery.

**Verification and Validation:**

- (1) Achievement against FY 2000 baseline data and the Capability Assessment for Readiness (CAR), a comprehensive, formal, State self-assessment of readiness.
- (2) Data obtained during exercises and from actual disaster performance.

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<sup>7</sup> These initiatives and activities occur within the Domestic Preparedness Program, led by the FBI's National Domestic Preparedness Office (NDPO). Other federal interagency activities occur principally through the Interagency Working Group/Counter-Terrorism (IWG/CT) Domestic Exercises Sub-working Group chaired by the FBI. FEMA ensures that such activities are effectively coordinated.

**Annual Performance Goal P.I.2. Regional Office Support to State and Local Capability**

Continue to support funded discretionary projects at the regional level to build State and local emergency management capability.  
Lead Organizations: Regional Directors' Offices.

<b>Resources:</b>	181 WY; \$16,801,000
<b>Performance Indicator(s):</b>	Assessment of progress of funded discretionary projects against specific annual plans.
<b>Means and Strategies:</b>	<ol style="list-style-type: none"> <li>(1) Develop annual plan for use of discretionary project funds, in collaboration with States.</li> <li>(2) Facilitate building of coalitions to support emergency management programs.</li> <li>(3) Increase the effectiveness of consolidated EMGP grants with States.</li> </ol>
<b>Verification and Validation:</b>	Regional offices will verify progress against specific State plans.

**5-Year Operational Objective P.2: Federal Capability.**

*Through planning, training, and exercising, improve by 25 percent over FY 2000 baselines the Federal Government's capability to augment State and local response to disasters.*

**Annual Performance Goal P.2.1. Improvement in Federal Capability**

Support the Federal Government's capability to augment, when needed, State and local response to disasters and to develop program strategies to address the most critical 5 shortcomings.

Lead organization: Preparedness, Training, and Exercises Directorate (PT).

**Resources:** 83 WY; \$14,796,000

**Performance Indicator(s):** Successful simulations and similar activities as indicated by formal evaluation and analysis of results, follow-on training survey results, and successful disaster-response performance by FEMA.

**Means and Strategies:**

- (1) Provide technical assistance to other federal agencies and coordinate Federal, State, and local efforts in HAZMAT preparedness.
- (2) Chair and coordinate the Federal Radiological Preparedness Coordinating Committee.
- (3) Through international EM partnerships and agreements initiated by Executive Orders and an interagency group, broaden the Federal Response Plan (FRP) partners' disaster response expertise; manage international partnerships and agreements assigned to FEMA and provide appropriate training to international officials.
- (4) Host a workshop on Technology Applications for Emergency Management to foster expanding response capabilities of private-sector partnerships.
- (5) Promote procedures for Stafford Act use of Defense Protection Act authorities and creatively involve business and industry in all phases of EM.

(6) Lead federal departments and agencies in developing, conducting, and evaluating FRP simulations, emphasizing terrorism and recovery; integrate simulations into the federal CAR and Emergency Management Exercise Reporting System (EMERS).

(7) Train federal personnel to improve their EM capability.

(8) Develop and deliver training for disaster assistance employees (DAEs) and maintain a cadre of “on-call” Disaster Field Training Officers.

(9) Advise and assist EM partners with implementation of anti-terrorism, consequence-management readiness exercise initiatives and activities.

(10) Use FY 2000 baselines to measure capability and improvement.

**Verification and Validation:**

The redesigned evaluations of performance of federal agency headquarters and field personnel during exercises of simulated disaster and emergency situations. Exercise evaluation results are correlated with CAR and EMERS data and other information to produce readiness assessments. Terrorism exercise evaluations include data assessing terrorism consequence management capabilities, training effectiveness, and areas requiring improvement. Routine post-training surveys assess effectiveness and relevance of FEMA’s EM training courses.

**5-Year Operational Objective P.3: Fire Loss.**

*Reduce by 5 percent the rate of loss of life from fire hazards.<sup>8</sup> (Baseline: 4.5 per 1000.)*

**Annual Performance Goal P.3.1. Communication**

(1) Update the description and improve understanding of the national fire problem; and

(2) Analyze, publish, and disseminate related data and information that supports professional decision-making by fire and emergency managers and first responders. Lead Organization: U.S. Fire Administration (USFA)

**Resources:** 14 WY; \$4,269,000

**Performance Indicators:**

- (1) Transition 35 percent of data-contributing States to the National Fire Incident Reporting System (NFIRS) 5.0. (Baseline: 41 States.)
- (2) Bring in or return to NFIRS 30 percent of non-contributing states. (Baseline: 9 States.)
- (3) Increase access to USFA program information, including all new publications, via the World Wide Web. (Baseline: 51.)
- (4) Research and publish a minimum of 4 analytical reports on topics suggested by NFIRS data and the fire service community.
- (5) Publish an annual firefighter fatality study.

**Means and Strategies:**

- (1) Maintain the National Fire Data Center and associated computer programs and support functions; improve data collection and analysis through the National Fire Information Council; and revise or update NFIRS in response to new developments. Provide technical assistance to the NFIRS and participating entities.

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<sup>8</sup> This goal and objective reflect activities being undertaken to support programs of an interagency, crosscutting nature with the Consumer Product Safety Commission.

(2) Facilitate the enhanced use of federal fire data through cooperative efforts with State authorities having jurisdiction and through the USFA section of FEMA’s webpage on the Internet.

(3) Improve support of fire analysis projects for dissemination to first responders, special interest groups, and the general public.

(4) Gather, analyze, and disseminate information on causes of deaths and injuries arising from fire, fire-fighting activities, and related incidents.

- Verification and Validation:**
- (1) National Fire Information Council and the National Fire Data Center’s annual summary of entities submitting data to the National Fire Incident Reporting System.
  - (2) Monthly reports of publication orders and Website access.

**Annual Performance Goal P.3.2. Public Education and Awareness**

Increase the public’s awareness of fire hazards and educate the public on fire prevention and mitigation strategies. Lead Organization: USFA

**Resources:** 10 WY; \$6,301,000

- Performance Indicator(s):**
- (1) Increase by 7 percent over FY 1998 baselines the general public’s use of USFA educational materials. (Baseline: 1,530,050.)
  - (2) Maintain 24,000 facilities on the hotel/motel master list. (Baseline: 20,000)

- Means and Strategies:**
- (1) Through analysis of National Fire Incident Reporting System data, identify groups most at risk to fire and develop and disseminate public education materials to address high-risk groups.
  - (2) Continue to promote fire-suppression, detection, and notification technology through research, demonstrations, and information dissemination.
  - (3) Foster public awareness of fire dangers through a national public-education dissemination program.

(4) Design, develop and deliver fire safety public educational materials for partnerships with Federal, State, and local organizations.

(5) Integrate fire-safety strategies and messages into the Project Impact initiative.

(6) Manage a comprehensive program to comply with the Hotel/Motel Fire Safety Act.

(7) Carry out national anti-arson initiatives addressing research, prevention, and public awareness.

- Verification and Validation:**
- (1) Analysis of National Public Education campaign program statistics.
  - (2) USFA logs of information requests.

**Annual Performance Goal P.3.3. Technology**

Develop and disseminate potential solutions to and strategies for addressing the nation’s fire problem and topical issues such as terrorism through a program of research and technology transfer to enhance the effectiveness and professionalism of emergency managers and first responders. Lead Organization: USFA

**Resources:** 9 WY; \$27,994,000

**Performance Indicator(s):** (1) Increase by 5 percent over FY 1998 baselines the distribution of USFA’s fire-mitigation materials at Federal, State, and local levels to targeted audiences. (Baseline: 117,325.)

- Means and Strategies:**
- (1) Increase acceptance and use of the integrated emergency management planning and implementation concepts.
  - (2) Support research and development of fire technology systems and applications focused specifically on mitigating the incidence of fire and fire-related loss of life in the nation.
  - (3) Conduct research, develop new technologies, and improve local fire emergency response operations.
  - (4) Provide technical assistance in arson, data collection, fire prevention, operational effectiveness, and management excellence.

(5) Continue support through programmatic efforts in occupational health and safety for firefighters, EMS providers, and allied first responders.

(6) Increase by 2 percent over the FY 1998 baselines the use of technological hazard-mitigation materials.

(7) Increase knowledge of fire and technological hazards and the application of mitigation technologies through the improved, targeted distribution of research reports to the fire community.

- Verification and Validation:**
- (1) Analysis of NIFIRS data.
  - (2) The number of Website visits and publications ordered, indicating the degree to which information on new technology and research is being used.

**Annual Performance Goal P3.4. Training and Education**

Increase the knowledge, skill, and ability of the nation’s fire service and allied professions through comprehensive training and education with an emphasis on terrorist incidents. Lead Organization: USFA

**Resources:** 46 WY; \$18,268,000

**Performance Indicator(s):** 1,194 courses delivered, reaching 50,522 students, resulting in 76,419 student days through traditional courses; and an increase in the number of students using new technology-based approaches.

- Means and Strategies:**
- (1) Develop and/or revise resident, field, and regional delivery courses and use alternative delivery formats; evaluate the impact of individual NFA courses; continue a national needs assessment for NFA curriculum planning; and provide course accreditation materials to the American Council on Education.
  - (2) Conduct on-campus and off-campus NFA or specialized training.
  - (3) Continue managing an interagency agreement to print, stock, and disseminate training materials to the nation’s fire and emergency service personnel.

- (4) Deliver on- and remote-site simulation and training programs and exercises.
- (5) Publish and, using the national network of fire organizations, distribute NFA's course catalogue to 32,000 fire departments and allied organizations.
- (6) Continue the development and delivery of nationwide counter-terrorism training programs and program assistance to fire departments, improving their capability to respond to terrorist attacks.

**Verification and Validation:** Performance will be verified and validated through post-course evaluation of short- and long-term effectiveness. The Academy surveys students from all curriculum areas from two to six months following completion of training to determine application of training to the job.

## 5-Year Operational Objective P. 4: Enhance the recovery and rebuilding of communities.

*The SBA National Emergency Management Information System (NEMIS) automates the processing and determinations for SBA loans to disaster victims. Expedite disaster operations with FEMA enterprise-wide information and processing services provided through NEMIS.*

### Annual Performance Goal P.4.1. National Emergency Management Information System

Direct remaining NEMIS development activities and monitor operations and maintenance of Version 2. Lead Organization: Information Technology Services Directorate (IT)

<b>Resources:</b>	21 WY; \$10,909,000
<b>Performance Indicator(s):</b>	<p>(1) Direct remaining NEMIS development and monitor operations and maintenance of Version 2.</p> <p>(2) NEMIS operates as specified and is scalable in FEMA headquarters, regions, and national processing centers.</p> <p>(3) NEMIS supports disaster-related correspondence and the distribution of applicant-supplied verification information, field surveys, and analyses to caseworkers.</p>
<b>Means and Strategies:</b>	<p>(1) Continue to implement the NEMIS Enterprise Architecture.</p> <p>(2) Operate NEMIS Version 2 as standard for disaster support.</p> <p>(3) Maintain an on-line reference library and optical image storage and retrieval capability.</p>
<b>Verification and Validation:</b>	<p>(1) Information Technology Services Directorate performance logs and records. Successful performance of disaster programs.</p> <p>(2) Timely and accurate delivery of program benefits as measured by program offices.</p>

**5-Year Operational Objective P.5: Continuity of Government.**

*Continue to ensure continuity of government and response capability required for national security emergencies.*

**Annual Performance Goal P.5.1. National Security Policy, Programs, and Plans**

Support the Director of FEMA, the White House, and the National Security Council (NSC) on national security policy, programs, and plans related to terrorism, special programs, critical infrastructure protection, continuity of government, and continuity of operations. Lead organization: NS.

**Resources:** 37 WY; \$15,757,000

**Performance Indicator(s):**

- (1) Satisfactory ratings as determined from responses to annual surveys and questionnaires completed by internal and external customers.
- (2) Publication and distribution of either five final versions, drafts, revisions, updates, or comprehensive guidance related to national security policies, operational plans, and programs.
- (3) Successful periodic tests, training, and exercises of the various national-security programs.

**Means and Strategies:**

- (1) Advise, assist, and support the Director of FEMA on general national security affairs policy and in FEMA’s coordination of terrorism-related activities, including special programs, Continuity of Government (COG), Continuity of Operations (COOP), and Critical Infrastructure Protection (CIP).
- (2) Serve as the focal point within FEMA and the primary point of contact for other departments and agencies on initiatives and programs related to terrorism, special programs, COG, COOP, and CIP.
- (3) Represent FEMA at meetings of senior interagency groups that address terrorism-related activities, special programs, COG, COOP, and CIP.

(4) Serve as Executive Agent for selected special programs in support of FEMA's national security responsibilities, including assistance and support to FEMA, the White House, and NSC on relocation programs, information applications, alert notification, civil warning, tracking and confirming the identity of key officials, interagency coordination and liaison, and facility management.

(5) Coordinate the development and publication of national security-related documentation.

(6) Provide guidance to the FEMA Regions on regional roles and responsibilities.

**Verification and Validation:**

(1) Periodic assessments of FEMA's performance on the COOP, COG, and CIP programs; and

(2) Publication of drafts and final versions in compliance with schedules coordinated with Executive Branch departments and agencies.

**5-Year Operational Objective P. 6: Safety and Security Services.**

Continue to provide exemplary operational support and services in the areas of security and occupational safety and health for all FEMA employees, the emergency management community, and the public to ensure successful accomplishment of FEMA's hazards mission.

**Annual Performance Goal P.6.1. Safety and Security**

Proactive determination of internal and external requirements for a secure, safe, and healthy environment for FEMA and its emergency management partners preparing for disasters and at disaster facilities. Lead organization: OS.

**Resources:** 20 WY; \$7,793,000

**Performance Indicator(s):** *Safety:*  
Reduce or eliminate 80 percent of identified, prioritized safety deficiencies at FEMA facilities.  
*Security:*  
Conduct scheduled assessments of fixed facilities and conduct assessments of disaster facilities as required.

**Means and Strategies:** *Safety:*  
(1) Perform annual safety and health inspections at FEMA facilities, as requested.  
(2) Deploy safety personnel as requested to disaster operations; maintain qualified safety personnel through refresher training; recruit, hire, and train new safety and industrial hygiene personnel to place in the maximum number of available positions.  
(3) Deploy OSH program office staff and or contractors as required to perform baseline and annual safety and health inspections at FEMA sites.  
(4) Provide system administration and training on the agency-wide accident tracking system and produce reports using the data collected within the system.

(5) Conduct safety awareness activities at FEMA sites. Produce and distribute safety and health awareness literature.

(6) Fund and monitor abatement projects to enhance safety and health at FEMA sites.

*Security:*

(7) Conduct liaison with appropriate Federal, State, and local law enforcement, fire, and rescue officials, and with agencies in the locality of disaster operations.

(8) Conduct appropriate screening of all employees prior to employment.

(9) Initiate suitability investigations for all new disaster employees.

(10) Conduct security surveys, assessments, or inspections of FEMA disaster facilities as required.

(11) Conduct security education and awareness briefings as required.

(12) Provide identification to personnel requiring temporary or permanent access to FEMA facilities.

(13) Forward background investigation processing requests to the U.S. Office of Personnel Management.

(14) Conduct annual training for all security cadre personnel.

**Verification and Validation:**

*Safety:*

(1) Automated Deployment Database (ADD) deployment records; safety inspection reports; annual OSHA Report; and internal audit of annual safety inspection reports, baselines, and the FRC 2001 safety and health repair plan.

*Security:*

(2) Security performance will be verified and validated through monitoring and evaluating the security posture of all FEMA disaster facilities in accordance with Department of Justice (DOJ) protection standards; the work or job performance of security cadre personnel while deployed to disaster sites; the results of the various screening processes conducted on FEMA personnel;

and reports of weekly activities covering situations, incidents, staffing, and other security related issues affecting facility security.

**5-Year Operational Objective P7: National Food and Shelter Program.**

*Provide support and funding to the National Food and Shelter Program in support of temporary assistance to individuals in need.*

**Annual Performance Goal P.7.1. Emergency Food and Shelter**

Continue to support and fund the National Emergency Food and Shelter Board in the effective provision of grants to providers of emergency food and shelter. Lead Organization: Preparedness, Training, and Exercises Directorate (PT)

**Resources:** 2 WY; \$140,230,000

**Performance Indicator(s):** Allocation of funds to the National Board within 30 days of appropriation and effectiveness of activities of local Boards and recipient organizations.

**Means and Strategies:**

- (1) Chair the National Board, process grant appropriations through the Board, and administer and oversee support to its activities.
- (2) Update monitoring guidelines, implement them in monitoring reviews, and report findings to the National Board.
- (3) Conduct studies and surveys as requested by the Board.

**Verification and Validation:**

- (1) Review the timeliness of allocation of funds to the National Board.
- (2) Conduct periodic visits to assess performance of local boards and selected recipients against established guidelines.

**5-Year Operational Objective MP.I: State Emergency Management Preparedness and Mitigation Capability.**

*Improve State emergency management preparedness and mitigation capability including capability for the management of consequences of terrorism; and ensure that States, Commonwealths, and Territories encourage and establish an accelerated pattern of hazards risk reduction within their jurisdictions.*

**Annual Performance Goal MP.I.I. State and Local Preparedness and Mitigation Capability.**

In collaboration with federal and local governments, States establish clearly defined and mutually agreed upon strategic goals and priorities for their EMPG agreements. Lead organizations: Preparedness, Training, and Exercises Directorate; Mitigation Directorate: Office of Financial Management (PT, MT, FM).

- Resources:** 12 WY; \$138,726,000
- Performance Indicator(s):**
- (1) All eligible recipients of EMPGs develop workplans that include strategic goals and priorities.
  - (2) Demonstrated improvement to baselines established in 2000 EMPGs.
- Means and Strategies:**
- (1) FEMA provides flexibility to States to allow them to target EMPG funds for their priorities.
  - (2) States use the CAR or other measurement systems to identify priority areas and develop remedial or corrective actions.
- Verification and Validation:**
- (1) Quarterly program performance reports submitted by States to Regions.
  - (2) Quarterly summaries of States' performance submitted by Regions to Headquarters.
  - (3) Exercise and actual disaster performance data.